



# BUILDING MARKETS GROWING JOBS

The Pacific Gateway  
Transportation Strategy  
2012 – 2020

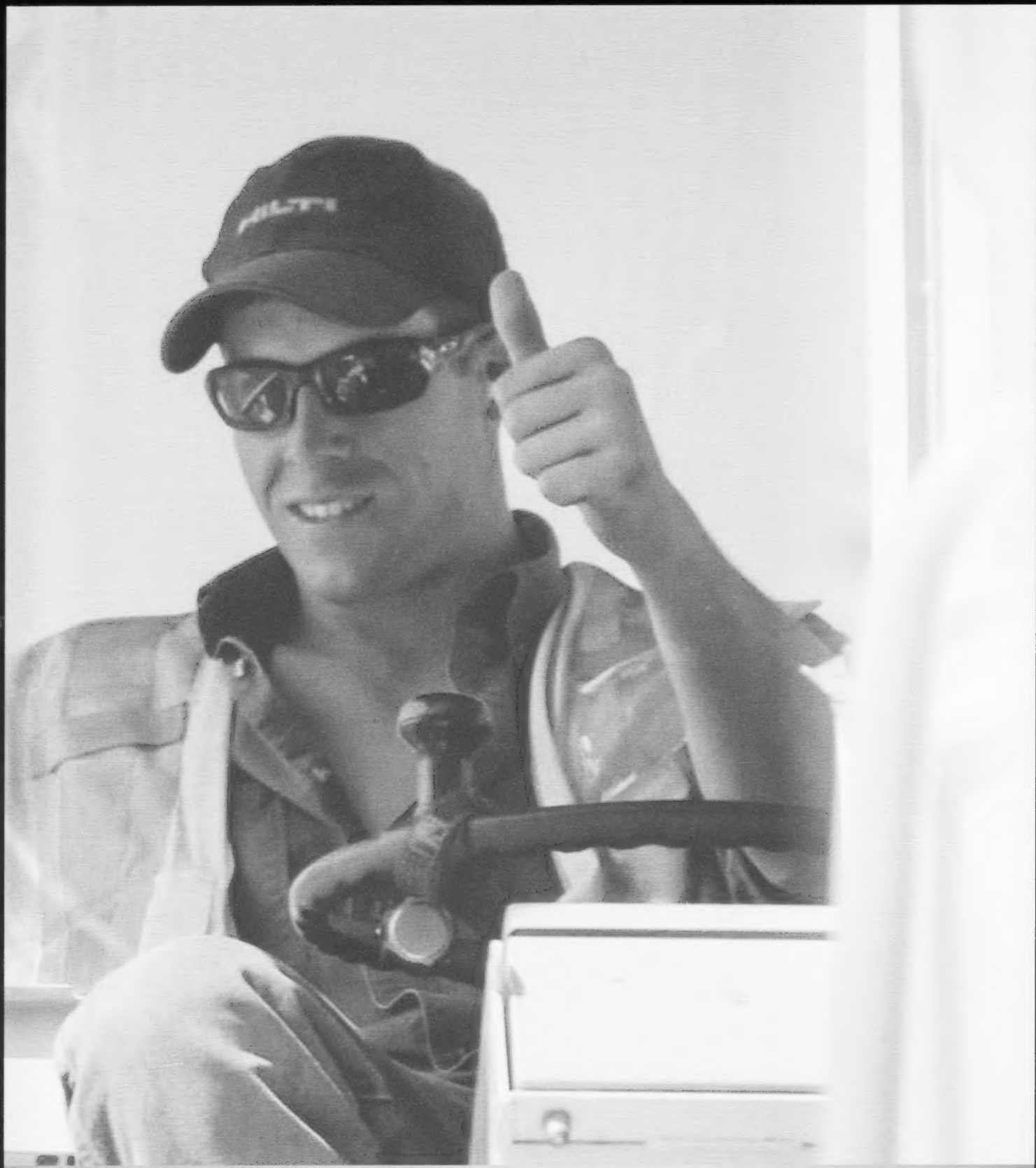
*Moving Goods  
and People*



THE BC  
JOBS PLAN



BRITISH  
COLUMBIA



*Cover image courtesy of the Port of Vancouver*

## Message from the Premier

New and emerging markets in Asia are giving us an exciting chance to create jobs and opportunities right across our province and sustain a thriving economy for all British Columbians. With our location, our resources and our long-established history of family, business and cultural ties to the Asia Pacific, we are ideally situated to take advantage of growing demand for a broad range of Canadian products in China, India, Korea and Japan.

The United States continues to be our closest trading partner. At the same time, our efforts to build new markets in Asia since 2005 are paying off. In 2011, our exports grew by more than 14 per cent to \$32.8 billion. And – for the first time ever – we exported more to the Pacific Rim than to the United States.

Our success is due in part to our unprecedented partnership with other provinces, the Government of Canada and the private sector, through the Pacific Gateway Alliance. No other jurisdiction in the world has achieved this level of cooperation.

We also have an enviable record of strong fiscal management. In today's uncertain global economy, many other places are struggling with the impacts of overspending, high debt and high taxes. But British Columbia maintains an AAA credit rating – the highest rating possible – and that sends a powerful message to investors that B.C. is a safe, secure place to invest. Just as important, it keeps the Province's debt-service costs low, so we can afford to continue investing in needed capital infrastructure – creating jobs and enabling growth in industries throughout B.C.

This *Pacific Gateway Transportation Strategy 2012-2020* follows through on our commitment to expand British Columbia's world-class transportation network, strengthening our infrastructure to get our goods to market and generate sustainable economic growth. In support of *Canada Starts Here – The BC Jobs Plan*, our *Pacific Gateway Transportation Strategy 2012-2020* will ensure B.C. is the preferred North American gateway for Asia Pacific trade.

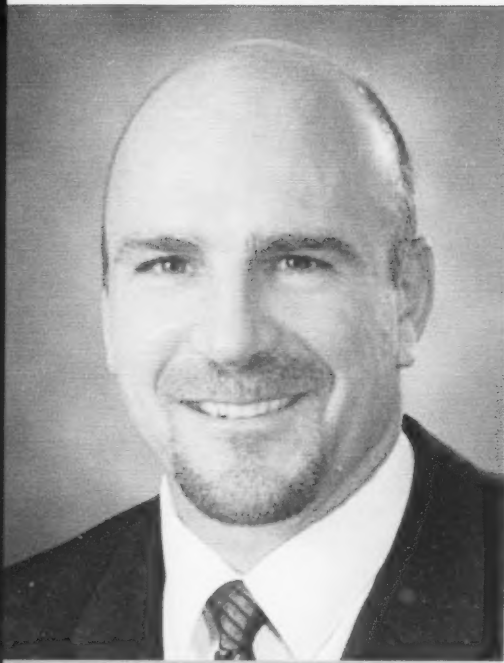
Our government will continue leading trade missions to Asia to sustain our reputation as a reliable supplier of goods and services, and a destination of choice for investors and visitors. We will also bring more potential investors here, so they can see our advantages first-hand.

We are on the verge of seizing an amazing opportunity, and I look forward to continuing to work with our business partners, federal and provincial colleagues, First Nations and communities – so we can all benefit from the fact that, with our Pacific Gateway, Canada starts here.



A stylized, handwritten signature of Christy Clark in black ink.

**The Honourable Christy Clark**  
**Premier of British Columbia**



## Message from the Minister

British Columbia is fortunate to be at the crossroads of the world's biggest markets. We know where the opportunities are and, with the *BC Jobs Plan*, we are leveraging British Columbia's advantages to create and protect jobs in every region. This *Pacific Gateway Transportation Strategy 2012-2020* will ensure our transportation network can support growth across our economy and seize the new opportunities emerging in Asia.

In countries including China and India, fast-paced urbanization and a rapidly growing middle class are driving demand for products from B.C. and Western Canada. Asia needs resources such as potash for fertilizer, grain to feed its people, liquefied natural gas for fuel, coal for manufacturing steel, and wood for building.

With that demand, our B.C. ports are busier than ever. Total B.C. exports reached a new high in 2011. Volumes at Port Metro Vancouver were up 3.4 per cent from the previous year, while the Port of Prince Rupert had record exports of forest, coal and grain products to China, Japan and Korea. And ports are only one part of the transportation system we count on to get our goods to market.

This strategy describes our plan to work with the private sector, communities, First Nations, and other governments to build on our entire transportation network to carry exports and imports, and to secure a solid economic future for British Columbia's communities and families.

Our vision is to make B.C. the gateway of choice for trade and travel between North America and Asia. Together, we will open the doors to a world of opportunity.

A stylized, handwritten signature in black ink, appearing to read 'Blair Lekstrom'.

**The Honourable Blair Lekstrom**  
**Minister of Transportation and Infrastructure**



## Executive Summary

### Vision:

British Columbia is North America's gateway of choice for Asia Pacific trade

### Targets:

At least \$25 billion in total investment will be required by 2020, beyond the \$22 billion previously committed. This \$25 billion in new investment includes:

- ▶ \$3.1 billion to increase major road and rail capacity, including new provincial investment of \$700 million in B.C.'s major trade corridors and the Prince Rupert Road Rail Utility Corridor announced in the *BC Jobs Plan*
- ▶ \$18 billion to support the previously announced *BC Jobs Plan* goal of three Liquefied Natural Gas plants in B.C., and at least \$222 million to increase access to natural resources in rural B.C.
- ▶ \$3.8 billion to increase bulk and container terminal capacity at ports in B.C., including the Province's \$50-million commitment to the Deltaport Terminal, Road and Rail Improvement Project

New investment will create at least 17,000 additional jobs by 2020<sup>1</sup>.

### Goals:

- ▶ Build on our world-class transportation network
- ▶ Ensure an attractive climate for investment
- ▶ Enhance collaboration with partners and stakeholders

### Actions:

Build on our world-class transportation network to:

- ▶ upgrade key road transportation corridors to support trade with new provincial investments of \$700 million over the next five years
- ▶ increase railway capacity by investing \$2.8 billion by 2015 to meet CN and Canadian Pacific rail mainline growth
- ▶ expand coal terminal capacity in Vancouver and Prince Rupert with new private sector investments of between \$300 million and \$1.1 billion to accommodate up to 93 million tonnes of coal a year by 2020
- ▶ expand metal and mineral port terminal capacity in Northwest B.C. and Vancouver with new private sector investments of up to \$60 million to accommodate seven million tonnes a year by 2020
- ▶ develop additional potash terminal capacity to accommodate 24 million tonnes a year by 2020 with new private sector infrastructure investments of up to \$700 million
- ▶ invest over \$30 million to develop port terminal capacity for forest products in the North to handle products such as wood pellets and chips
- ▶ increase access to mines and forest resources through new transportation networks – for example, roads connecting mines in the North with Highway 37

1 Asia Pacific Gateway Skills Table: B.C. Labour Market Requirement for the Asia Pacific Gateway: 2011-2019.

## Actions (continued):

Including projects underway that will:

- ▶ Support bulk handling capacity at Ridley Island with the \$300 million Prince Rupert Road Rail Utility Corridor. The Province committed \$15 million in the *BC Jobs Plan* – along with partners Canada, CN and the Prince Rupert Port Authority; the \$90 million Phase 1 of the project is now fully funded
- ▶ develop pipeline and plant capacity to transport LNG, in support of the *BC Jobs Plan* target of three LNG plants by 2020 through \$18 billion in private sector investment
- ▶ increase access to gas reserves through \$222 million continued investment in the Oil and Gas Rural Road Improvement Project and the Sierra Yoyo Desan Road
- ▶ attract new air passenger and cargo routes and carriers and improve the customer experience by completing the Vancouver International Airport \$1.8 billion terminal, baggage and runway improvements announced in January 2012
- ▶ increase Vancouver container capacity by carrying out the Deltaport Terminal, Road and Rail Improvement Project announced in the *BC Jobs Plan* and new investments in the \$2-billion Roberts Bank Terminal 2 as part of the Port's Container Capacity Improvement Program
- ▶ increase Prince Rupert container capacity by building the \$800-million Prince Rupert Fairview Phase 2
- ▶ improve container logistics handling in Western Canada by completing over \$250 million in private sector investments in support of new integrated logistics facilities across the Pacific Gateway supply chain
- ▶ increase major road capacity – completing \$4.9-billion investment on provincial road and bridges including the Port Mann Bridge, the new South Fraser Perimeter Road, Highway 1 upgrades from Kamloops to Golden and the Kicking Horse Canyon
- ▶ improve rail efficiency and provide safer travel for residents by completing the \$307-million Roberts Bank Rail Corridor projects and the \$410-million investments in the North and South Shore Trade Area projects in Vancouver
- ▶ consolidate transportation oversight operations in Vancouver at the \$11.6-million Regional Traffic Management Centre under construction
- ▶ improve border crossing efficiency with the \$5.6 million border infrastructure and information systems announced in the *BC Jobs Plan*, and continue to work with Washington State

Ensure an attractive climate for investment with actions including:

- ▶ eliminating the provincial jet-fuel tax for international flights, saving airlines thousands of dollars a day, resulting in more air service to B.C. as announced in Budget 2012
- ▶ capping the property tax on designated ports as announced in Budget 2012, generating at least \$2 billion in new port investment in Prince Rupert and Vancouver and up to 1,000 additional jobs according to the BC Wharf Operators Association
- ▶ working with stakeholders to realize Vancouver's potential as a Maritime Centre of Excellence
- ▶ strengthening Alliance partnerships to ensure YVR becomes North America's aviation hub to Asia
- ▶ implementing a detailed aviation strategy to make B.C. more competitive in the global aviation market
- ▶ harmonizing regulations for transport trucks across Western Canada, minimizing barriers to inter-provincial trade, investment and labour mobility
- ▶ supporting the recently-announced Canada/US Beyond the Border Initiative to ensure border-efficiency improvements
- ▶ co-ordinating federal and provincial environmental assessment processes for timely decision-making for investors
- ▶ marketing B.C.'s competitive advantages around the world and attracting the world to B.C., in collaboration with the private sector, federal government, other provinces, labour and First Nations
- ▶ ensuring transportation construction and operations have skilled labour when it is needed, in the right location, supported by best-practice recruitment and training
- ▶ ensuring labour reliability by building on the eight year International Longshore and Warehouse Union (ILWU) agreements by expanding the model to other transportation sectors
- ▶ continuing implementation of supply-chain performance standards, measurement and improvement

### *Actions (continued):*

Enhance collaboration with partners and stakeholders by building on our past success. Actions in this area include:

- ▶ a B.C. Transportation Summit entitled 'Corridors to BC's Economic Future', hosted by the B.C. Chamber of Commerce in Vancouver in June 2012
- ▶ working with communities to integrate industrial land-use planning
- ▶ engaging with communities to advance specific projects as they are planned and developed
- ▶ supporting business-to-business relationships and other agreements that ensure First Nations benefit from projects in their traditional territories
- ▶ working with the Aboriginal Business and Investment Council to broaden engagement with Aboriginal people and businesses





*Worker on the Port Mann Bridge*

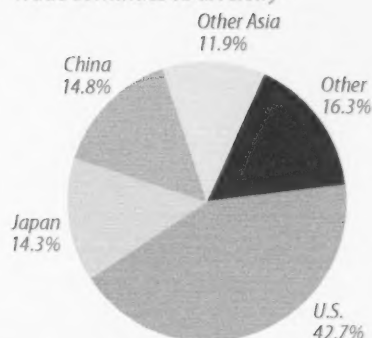


## Introduction

*B.C. is Canada's Pacific Gateway, the preferred gateway for Asian trade to North America and the world. Transportation is a key support for economic growth and development. That's why it is singled out for special focus in the BC Jobs Plan. More than any other sector, it serves the dual purpose of generating direct employment and underpinning job creation, development and progress throughout B.C.*

*Our transportation system is truly world-class. Our Pacific Gateway Alliance – an unprecedented public-private partnership – is already delivering \$22 billion worth of improvements to port, road, rail and airport infrastructure. These investments, made or committed since 2005, build on our natural advantages and help make B.C. the gateway of choice for trade with the Asia Pacific – and future investments will continue to fulfill that promise.*

Trade continues to diversify



Today, we see clear evidence that the Pacific Gateway strategy is working. For example, in 2001, almost 70 per cent of our exports went to a single market – the United States. While the U.S. will always be our most important trading partner, today it accounts for less than 50 per cent of B.C. exports, thanks to our growing trade with countries in Asia. Their economies are widely expected to lead international growth for years to come and B.C. has unprecedented opportunities to benefit from this growth.

China is rapidly becoming a global manufacturing centre and is transforming its domestic infrastructure. As China and India urbanize, their demand for our natural resources is soaring. By 2020, the amount of coal moving through the Pacific Gateway is expected to increase by 150 per cent. The increase in forest products could be as high as 100 per cent and the increase in metals and minerals is expected to top 300 per cent.

We are also seeing strong demand for B.C. agri-food products, with exports to China topping \$100 million for the first time in 2010. Those figures will likely rise with the advent of Canada's first-ever dedicated cargo flights to Mainland China. These began in 2011, delivering fresh seafood and other high-value exports to the Chinese market.

New demand in Asia translates into jobs for British Columbians and revenues for government to pay for public services. In order to achieve these and other benefits, we must act decisively to build on our transportation infrastructure.

In today's global economy, competition is fierce. Customers are knowledgeable and well aware of their options when it comes to getting goods to market. That means B.C. has to move quickly: if we do not seize the opportunity before us now, we risk losing it forever.

This *Pacific Gateway Transportation Strategy 2012 - 2020* builds on record levels of infrastructure investments and sets out the steps we will take to enable new development in all the sectors identified in the *BC Jobs Plan*. We have a strong foundation. We have a great partnership and, with this strategy, we have a clear plan to guide our work through 2020 – supporting and creating jobs in every region of our province.

Containers at Fairview Terminal  
Port of Prince RupertB.C. blueberries  
are in high  
demand in Asia

## Vision:

*British Columbia is North America's gateway of choice for Asia Pacific trade*

## Targets:

*At least \$25 billion in total investment will be required by 2020, beyond the \$22 billion previously committed. This \$25 billion in new investment includes:*

- *\$3.1 billion to increase major road and rail capacity, including new provincial investment of \$700 million in B.C.'s major trade corridors and the Prince Rupert Road Rail Utility Corridor announced in the BC Jobs Plan*
- *\$18 billion to support the previously announced BC Jobs Plan goal of three Liquefied Natural Gas plants in B.C., and at least \$222 million to increase access to natural resources in rural B.C.*
- *\$3.8 billion to increase bulk and container terminal capacity at ports in B.C., including the Province's \$50-million commitment to the Deltaport Terminal, Road and Rail Improvement Project*

*New investment will create at least 17,000 additional jobs by 2020<sup>2</sup>.*

## Goals:

- *Build on our world-class transportation network*
- *Ensure an attractive climate for investment*
- *Enhance collaboration with partners and stakeholders*

## Canada's Pacific Gateway – The Strategic Alliance

The Pacific Gateway Alliance is a unique partnership of transportation industries and governments. Recognizing the vital importance of trade to all of Canada, the partners have been working together since 2005 to take advantage of B.C.'s strategic location at the crossroads of North America and Asia.

The Alliance includes the governments of B.C., Alberta, Saskatchewan and Canada, along with executive representatives from CN and Canadian Pacific, the ports of Vancouver and Prince Rupert and Vancouver International Airport (YVR).

## Canada Starts Here: Building on the BC Jobs Plan

This transportation strategy was developed in extensive consultation with senior leaders in the transportation, forestry, mining, energy, tourism and agri-food sectors. It supports the BC Jobs Plan, which is built on three key pillars:

- Working with employers and communities to enable job creation across B.C.
- Strengthening our infrastructure to get our goods to market.
- Expanding markets for B.C. products and services, particularly in Asia.

For more on the BC Jobs Plan, including opportunities to share your ideas and talk about what's happening in your community, go to [www.bcjobsplan.ca](http://www.bcjobsplan.ca)

<sup>2</sup> Asia Pacific Gateway Skills Table:  
B.C. Labour Market Requirement for the Asia Pacific Gateway: 2011-2019.

# 1 Build on our world-class transportation network

*British Columbia's rich supply of natural resources has fuelled our economy for over 150 years. Today, with demand for our products on the rise in the fast-growing nations of the Asia Pacific, our province is attracting new investment, creating jobs and generating revenues – with the support of a reliable, efficient, cost-effective transportation network.*

Through the Pacific Gateway Alliance, the public and private sectors are working together to keep goods and people moving smoothly – since 2005, \$22 billion has been committed. Of that, more than \$12 billion in completed investments to date have helped expand our seaports, airports, railways and roadways and \$10 billion is underway. We are determined to keep the momentum going.

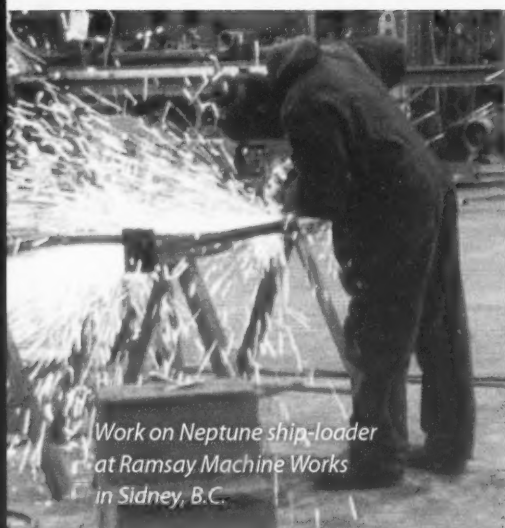
To help set priorities for future investment, the Province brought together more than 160 senior leaders in transportation, forestry, mining, energy, tourism and agri-food during 2011. Using expert information and advice, they assessed their sectors' growth potential and worked with the Province to develop Pacific Gateway transportation strategies to meet that growth.

Based on their findings and recommendations, Pacific Gateway Alliance partners have agreed to move forward in five key areas to build on our world-class transportation network:

- ▶ increasing major rail and road capacity
- ▶ increasing rural resource transportation capacity
- ▶ increasing bulk terminal capacity at B.C. ports
- ▶ increasing container terminal capacity at B.C. ports
- ▶ increasing air passenger and cargo capacity

*You can have the largest supply of coal compared to your competitors, but if you don't have a reliable and cost-effective way to move it, it's worth nothing.*

*Rick Evans  
Manager, Transportation and Logistics, Strategic Initiatives  
Peace River Coal*



Work on Neptune ship-loader  
at Ramsay Machine Works  
in Sidney, B.C.



Canadian Pacific Intermodal train in  
the Columbia Valley, B.C.  
Photo courtesy of Canadian Pacific



## 1.1 Increase major road and rail capacity

Of the \$22 billion committed to infrastructure projects since 2005, \$7 billion has been invested in road and rail networks. Results to date include highway improvements such as the Border Infrastructure Program, Pitt River Bridge, Golden Ears Bridge, Kicking Horse Canyon and Cariboo Connector, along with rail expansions and acquisitions across CN and Canadian Pacific's North American network.

These investments support our growing trade with Asia by bringing products such as coal from the Kootenays, grain from the Peace and Prairie regions, and potash from Saskatchewan to the coast for shipping overseas – as well as moving goods and people within British Columbia.

To further increase capacity on our major roads and railways, the Province will work with its partners in the Pacific Gateway Alliance to:

► **Upgrade transportation trade corridors in British Columbia.** The Province will invest \$700 million over the next five years to make capacity and safety improvements to help keep goods and people moving smoothly and efficiently.

► **Invest in rail capacity improvements to meet future growth.** CN and Canadian Pacific are together investing more than \$700 million in 2012 track, rolling stock and technology to increase capacity and improve efficiency. This forms part of both Canadian Pacific and CN's plans to invest over \$2.8 billion by 2015 for capacity improvements as part of their multi-year strategies to enable growth.

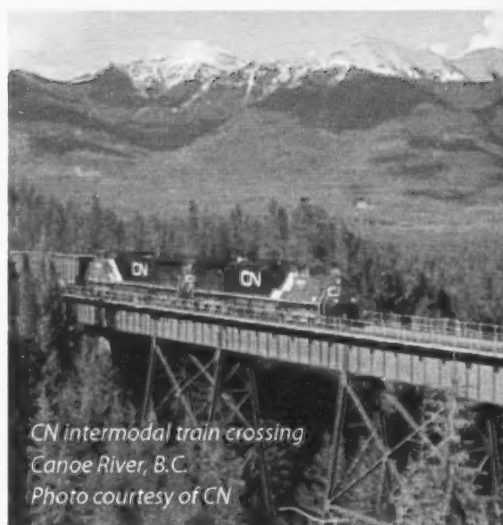
The railway companies will continue working in partnership to develop creative solutions, such as the co-production agreements that enable them to share their tracks, improving efficiency for both companies.

► **Construct the Prince Rupert Road Rail Utility Corridor.** This \$300-million project will develop badly-needed infrastructure on Ridley Island to help ensure the Port of Prince Rupert can accommodate projected growth in exports by 2020. Phase 1 of the project is funded jointly by B.C., Canada, CN and the Port of Prince Rupert. With the *BC Jobs Plan*, the Province

has committed \$15 million to the project's \$90 million first phase – with commitments from the Government of Canada, CN and the Prince Rupert Port Authority, funding is now in place.

► **Complete the \$1.3-billion South Fraser Perimeter Road** – a new industrial corridor that will benefit commuters, the trucking industry and tourists by connecting Pacific Gateway facilities with access to borders, the Tsawwassen ferry terminal and the B.C. Interior. The new road will help to increase efficiency while reducing truck and other traffic on municipal roads in Delta and Surrey. For details, go to [www.th.gov.bc.ca/gateway/SFPR/sfpr.htm](http://www.th.gov.bc.ca/gateway/SFPR/sfpr.htm)

► **Complete the \$3.3-billion project now underway to improve the Port Mann Bridge/Trans Canada Highway 1.** The project includes a new 10-lane Port Mann Bridge, along with a series of improvements to increase access and safety on Highway 1. In keeping with the Provincial Transit Plan, the project also includes congestion-reduction measures such as high occupancy vehicle lanes, transit and commercial vehicle priority measures, and improvements to the cycling network. For details, go to [www.pmh1project.com](http://www.pmh1project.com)



CN intermodal train crossing  
Canoe River, B.C.  
Photo courtesy of CN



Maintaining and upgrading existing  
highways supports our economy

► **Complete Highway 1 road infrastructure investments to support safe, reliable and efficient movement of goods and people.**

This includes on-going upgrades to Highway 1 from Kamloops to Golden (\$224 million) and the Province's partnership with the federal government for the third phase of the Kicking Horse Canyon project (\$121 million).

► **Complete the \$307-million Roberts Bank Rail Corridor, \$283-million North Shore Trade Area and \$127-million South Shore Trade Area improvements.** These projects are designed to expand rail capacity and alleviate rail/road conflicts in the highly populated Lower Mainland region.

► **Complete the new Regional Traffic Management Centre to consolidate transportation oversight operations.** The centre, a partnership between the Province, Translink and the federal government, will allow for more effective traffic management on a day-to-day basis. The centre will provide enhanced multiple

agency coordination of incident management, special event and post disaster response/recovery for the major road network in Metro Vancouver.

► **Continue working with Washington State to develop joint initiatives that keep goods and people moving smoothly and safely across the border, investing in border infrastructure and information systems to improve border crossing efficiency.** B.C. and Washington State have a well-established track record of working together to integrate and coordinate infrastructure investments. For example, with the *BC Jobs Plan*, the Province recently invested \$5.6 million for a series of improvements, including a smart phone border application, a new NEXUS lane at the Sumas-Huntington border station and a new "queue-jump" to minimize border delays for transport trucks. The two jurisdictions will continue to collaborate, identifying and addressing issues as they arise.



Overhead signage showing wait time at border



Port Mann Bridge  
Photo courtesy of the Transportation  
Investment Corporation

## 1.2 Increase rural resource transportation capacity

### Summary of Opportunities

**Total Projected Bulk/  
Break Bulk Volume Increase:  
114 million tonnes**

**Total Projected Increase  
in Container Traffic:  
3 million TEUs  
(20-foot equivalent units)**

**New Operational and Construction  
Supply Chain Jobs:  
Over 17,000**

**New Investment:  
\$25 Billion**

| Commodity/Mode        | Projected Trade Volume INCREASE (by 2020) | Capacity Gap 2015   | Capacity Gap 2020                          |
|-----------------------|---|---------------------|--|
| Coal                  | + 150%<br>(56 million tonnes)             | 11 million tonnes   | 24 million tonnes                          |
| Metals and Minerals   | + 310%<br>(5 million tonnes)              | Sufficient capacity | 3 million tonnes                           |
| Liquefied Natural Gas | + 18 million tonnes                       | 6 million tonnes    | 18 million tonnes                          |
| Potash                | + 340%<br>(19 million tonnes)             | 3 million tonnes    | 13 million tonnes                          |
| Forest Products       | + 100%<br>(4 million tonnes)              | Sufficient capacity | 2 million tonnes<br>(Wood Chips & Pellets) |
| Grain                 | + 5%<br>(1 million tonne)                 | Sufficient capacity | Sufficient capacity                        |
| Containers            | + 105%<br>(3 million TEUs)                | Committed           | Committed                                  |
| Air Passenger         | + 40%<br>(6 million passengers)           | Committed           | Committed                                  |
| Air Cargo             | + 70 %<br>(164,000 tonnes)                | Committed           | Committed                                  |
| Cruise                | + 50%<br>(286,000 passengers)             | Sufficient capacity | Sufficient capacity                        |

Many of B.C.'s resource industries are poised for major growth. For example, the *BC Jobs Plan* is targeting eight new mines, with expansions or upgrades to nine existing mines, by 2015. We also have vast reserves of shale gas that support the potential to export millions of tonnes of LNG in the future.

Some of this development will be supported by expanding and strengthening existing networks of rural and resource roads. In other areas, the Province and its private sector partners will be opening up new territory, especially in the North, creating opportunities to build dedicated corridors for moving goods and people. Specifically, B.C. and its Pacific Gateway Alliance partners will:

► **Build on existing rural and resource roads to increase access to gas reserves.** Since 2001/02, the Province has invested more than \$364 million in the Oil and Gas Rural Road Improvement Program to upgrade public road infrastructure in the Northeast region of the province. These investments help to minimize seasonal road restrictions and extend the winter drilling season for oil and gas exploration, thereby attracting new investment, creating jobs and improving safety for both industry and residents.

As part of this strategy and as announced in Budget 2012, the Province will invest \$222 million in the Oil and Gas Rural Road Improvement Program and the Sierra Yoyo Desan Road to access the Horn River and Cordova Basins,

which are home to some of B.C.'s largest undeveloped gas reserves.

► **Build new transportation networks to increase access to natural resources.** A number of new, large-scale developments will be taking place in the regions served by the Northwest Transmission Line (NTL). Led by BC Hydro, the NTL project will extend the provincial electricity grid to serve B.C.'s Northwest – so the industries generating jobs in the region can be fuelled by clean power, and residents will no longer have to rely on diesel generators. Also, access will be required for the eight new mines committed to in the *BC Jobs Plan*.

As the line opens up new opportunities for resource development, the Province will

work with industry to develop an efficient transportation network connecting the area to key infrastructure such as ports, and to the larger communities that provide needed services for business, industry and families alike. Examples will include connecting mines in the North to Highway 37 and export facilities in northwest B.C.

- **Develop transportation capacity supporting the BC Jobs Plan target of three LNG plants by 2020.** The Province will work with proponents and communities to find the most effective infrastructure solutions to support the development of B.C.'s newest industry, consistent with the B.C. LNG Strategy, which identifies over \$18 billion in private sector pipeline and plant investment. The strategy in full is available at [www.gov.bc.ca/ener/natural\\_gas\\_strategy.html](http://www.gov.bc.ca/ener/natural_gas_strategy.html)

### 1.3 Increase bulk terminal capacity at B.C. ports

B.C.'s ports are critical to our competitive advantage. Vancouver and Prince Rupert are Asia's closest ports of entry on the west coast of North America – saving shippers up to 58 hours, compared to the ports of Los Angeles and Long Beach.

Along with supporting industrial exports such as coal, potash and minerals, B.C.'s port advantage helps to lower costs for everyday consumer goods we import from overseas. It also supports job creation – at the ports themselves, and in other parts of the transportation network. Employment in these areas is projected to grow in the years ahead as we add port capacity to meet the rising demand for exports from across Western Canada.

For example, by 2020:

- coal export volumes are expected to grow by 150 per cent,
- Metal and mineral exports are expected to increase more than 300 per cent, and
- B.C. ports will be handling millions of tonnes of liquefied natural gas as B.C. brings a brand new industry on stream.



Transportation and Infrastructure  
Minister Blair Lekstrom at  
Ridley Terminals, Prince Rupert



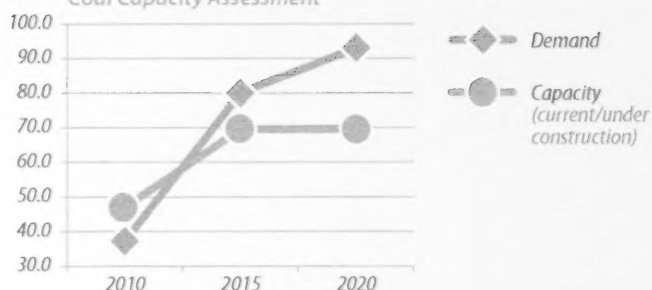
To meet demand and help support the economic development that is generating jobs in every region of the province, B.C. will work with its private sector partners in the Pacific Gateway Alliance to:

- ▶ **Expand coal terminal capacity in Vancouver and Prince Rupert to accommodate up to 93 million tonnes a year by 2020.** This will support projected growth in both B.C. and Alberta, which expect to see many new or expanded coal mines in production by 2020.
- ▶ **Expand metal and mineral terminal capacity in Northwest B.C. and Vancouver to accommodate up to seven million tonnes a year by 2020.** B.C. is Canada's largest producer of copper, its only producer of the steel-additive molybdenum, and – with a variety of mines producing gold, silver, lead and zinc – the largest producers of metals in Western Canada.

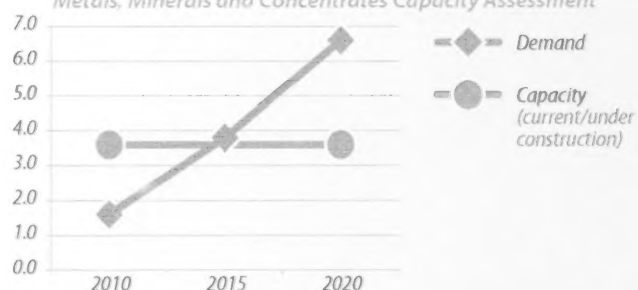
During 2011, mineral exploration spending across British Columbia was 1,500 times higher than it was a decade earlier. With new production coming on stream, B.C. risks losing valuable customers unless it has the capacity to move these materials. New port terminal capacity will primarily be needed in the North, where much of B.C.'s mining growth is now taking place, but major investments will also continue in the South.

- ▶ **Develop additional potash terminal capacity to accommodate 24 million tonnes a year by 2020.** Potash plays a central role in feeding the world's growing population. It is mostly used as fertilizer, combined with nitrogen and phosphorous, to increase yields from crops such as corn, rice, coffee and soybeans. Saskatchewan is the leading exporter of potash in the world and, with growing demand from countries such as India and China, new mining projects in Athabasca and Milestone are drawing interest from global investors. The volume of potash moving through the Pacific Gateway is expected to more than triple by 2020.
- ▶ **Develop port terminal capacity for forest products in the North.** Forest product exports are expected to grow by 100 per cent by 2020. B.C. has sufficient port capacity to accommodate pulp, lumber and logs. However, producers in the North face high costs to ship products such as wood pellets and chips to southern ports, and this has the potential to undermine their ability to stay competitive. New options will be developed to allow for overseas exports from the North.

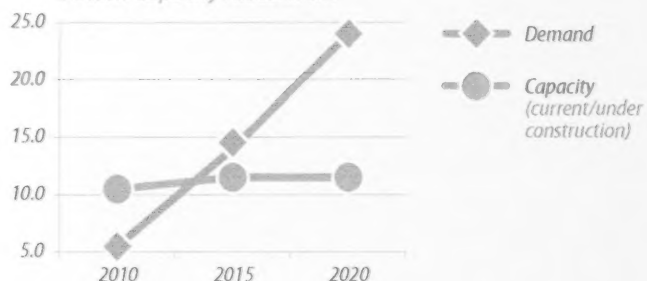
Coal Capacity Assessment



Metals, Minerals and Concentrates Capacity Assessment



Potash Capacity Assessment



## 1.4 Increase container terminal capacity at B.C. ports

Container traffic through our ports is expected to double in the next eight years. Twenty per cent of the goods handled at the Ports of Vancouver and Prince Rupert move in containers, and their volume is rising.

More goods such as lumber and specialty foods are being exported in containers to Asian markets – and consumer goods such as electronics are imported, also in containers. To ensure we have the capacity to meet projected growth, the Province will work with its partners in the Pacific Gateway Alliance to:

- ▶ **Carry out the \$280-million Deltaport Terminal, Road and Rail Improvement Project.** Deltaport, at Roberts Bank, is the largest container terminal in Canada, with a current capacity of 1.8 million TEUs (twenty-foot equivalent units). This project will increase capacity by 33 per cent, for a total of 2.4 million TEUs by 2015 when additional capacity is expected to be needed. These improvements will be achieved within the existing infrastructure footprint. This investment builds on \$775 million in container capacity expansion at four terminals in Vancouver since 2005.
- ▶ **Carry out more than \$2 billion worth of improvements to the proposed Roberts Bank Terminal 2,** adding more than two million TEUs of container capacity to meet forecast demand until 2030. The project could be designed and constructed in phases, depending on market conditions. This is the second phase (following the Deltaport Terminal, Road and Rail Improvement Project) of Port Metro Vancouver's Container Capacity Improvement Program – a long-term strategy to support growing international trade in an efficient and sustainable manner.
- ▶ **Carry out the \$800-million Prince Rupert Fairview Phase 2 container improvement project,** providing 1.5 million TEUs of additional container capacity to the Port of Prince Rupert. This builds on earlier investments by the Province, Canada, CN and the Port of Prince Rupert during Phase 1, which began in 2007. By 2011, container volumes handled at the port had increased to over 400,000 TEUs – more than 80 per cent of Phase 1 capacity.
- ▶ **Carry out over \$250 million worth of private sector railway investments in transload facilities and explore the feasibility of developing new integrated logistics facilities** to make the movement of containers to and from our ports more efficient. Currently, containers may be emptied, filled and stored at dozens of small, unconnected off-dock sites spread across large areas – with trucks moving to and from these sites with limited coordination. Integrated logistics facilities in Vancouver and Prince Rupert will minimize truck movements, reduce environmental impacts and ensure the safe movement of goods. Industry will explore the feasibility of creating centralized, integrated facilities for each port.



Fairview Container Terminal  
Prince Rupert



Roberts Bank Container Loading

## 1.5 Increase air passenger and cargo capacity

Investors and decision makers from all sectors in the *BC Jobs Plan* travel by air between Asia and British Columbia. In addition, air passenger and cargo services directly support agri-foods, tourism and international education. The latter depend on reliable, efficient air passenger services while agri-food exports are increasingly enabled by air cargo improvements that take fresh seafood and other high-value products to Asia.

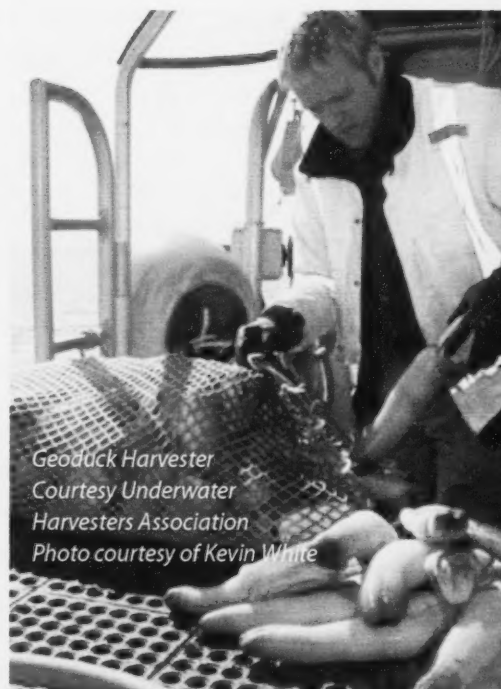
With rapid growth expected in all areas, Vancouver International Airport – the second-busiest in Canada – will:

- ▶ **Complete terminal, baggage and runway improvements to accommodate 23.2 million passengers and 392,000 tonnes of cargo by 2020.** YVR has invested over \$1.4 billion in improvements since 2005. Combined with the projects planned through 2020, the total investment will rise to more than \$3 billion.

In addition to supporting *BC Jobs Plan* targets for generating jobs and growth, improvements to terminal, baggage and runway facilities are instrumental in attracting new air carriers to YVR. They include improvements such as high-speed baggage systems and more moving walkways to help passengers changing planes make faster connections. YVR will continue to connect B.C. communities to major centres in Asia.

Regional airports play important roles in our economy, linking smaller communities to people and markets around the world:

- ▶ **Regional airports continue to develop specialized services to support international travel.** For example, Prince George, with the third-longest runway in Canada, has been identified as an alternative of choice for Air China, in the event it cannot access YVR. Abbotsford airport recently completed a \$30-million upgrade, allowing it to start attracting major aerospace companies. Regional airports will also be included in the new B.C. Aviation Strategy.



Geoduck Harvester  
Courtesy Underwater  
Harvesters Association  
Photo courtesy of Kevin White



Loading cargo at  
Vancouver International Airport

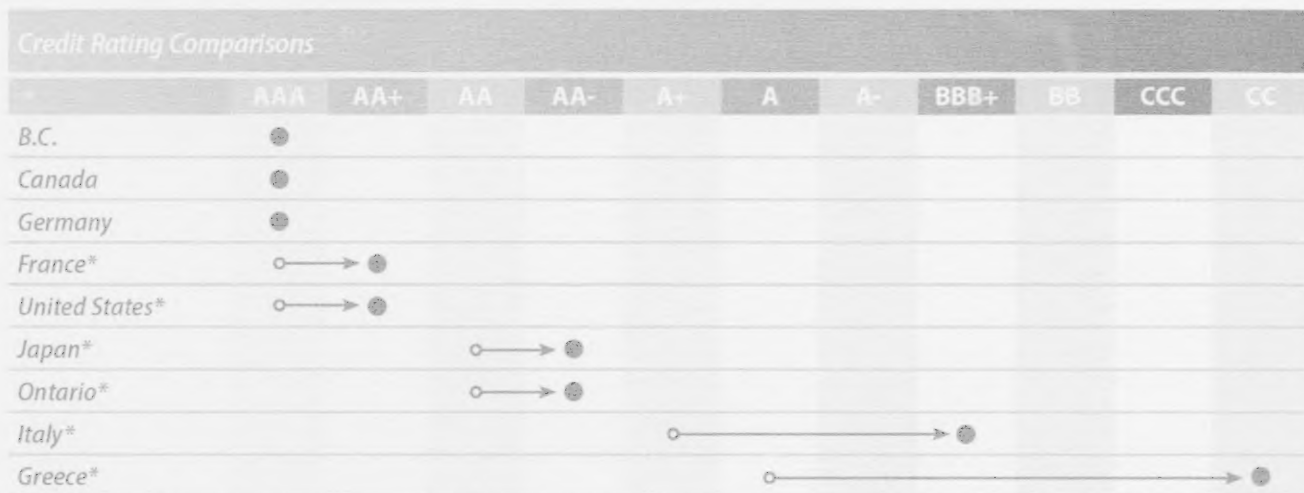


## 2 Ensure an attractive investment climate

*B.C.'s record of sound fiscal management gives us an edge in today's economy. With low debt, low taxes and the highest possible credit rating, we have earned a reputation as a safe haven for investment in an uncertain world.*

Building on that reputation is a critical part of the *BC Jobs Plan* and private-sector investment will be a key driver of many of the projects in this transportation strategy. To keep new investment flowing into the province, we are moving forward to:

- ▶ ensure an attractive tax and regulatory environment to help make B.C. more competitive;
- ▶ support workforce development; and
- ▶ work with partners in the Pacific Gateway Alliance to market B.C.'s transportation advantages to the world.



\* Credit rating downgrades between 2009 and early 2012

Source: Standard & Poor's



## 2.1 Make B.C. more competitive

Around the world, investors make decisions every day about where to put their dollars to get the best return. B.C.'s strategic advantages – such as our location and our natural resources – set us apart from many competitors, and we will continue to build on those advantages by ensuring an attractive tax and regulatory environment.

Specifically, as part of this transportation strategy, the Province is committed to:

► **Permanently capping the property tax on designated ports.** First

introduced in 2004, the tax cap has helped attract more than \$1 billion in new investment in terminal expansions, generating hundreds of additional jobs. Rather than allowing the cap to expire, as it had been scheduled to, the Province announced in Budget 2012 that the rate cap will be permanent. The B.C. Wharf Operators Association has stated that at least \$2 billion in new investment will be generated in Prince Rupert and Vancouver – along with as many as 1,000 additional jobs.

► **Eliminating the provincial jet-fuel tax for international flights effective April 1, 2012.** This move

will save airlines thousands of dollars a day on long-haul Asia flights, supporting the *BC Jobs Plan* target of at least one new international carrier per year at YVR for the next two years. Since the Province announced plans to eliminate the jet fuel tax in September 2010, YVR has secured commitments from 22 airlines to expand their service to Vancouver.

► **Implementing the B.C. Aviation Strategy.** B.C. faces strong competition from other jurisdictions seeking to attract a growing share of Asia Pacific passenger and cargo business. China in particular presents

dramatic opportunities for future growth with 60 new airports under construction and a rising middle class that can afford to travel – and to buy products such as fresh B.C. seafoods and berries.

Japan, Korea and other Asian markets are also important to B.C.'s success. And recent events have set the stage for significantly increased trade with China, thanks to advances such as:

- Canada receiving Approved Destination Status for Chinese nationals
- Recent upgrades to the Canada-China bilateral Air Services Agreement to provide passengers with greater connectivity with other airlines and to allow North American cargo to be carried between the U.S. and Canada on international flights
- Testing of a Transit Without Visa approach at YVR for Chinese nationals; this allows travelers to land in Vancouver and carry on to U.S. destinations without a separate visa
- YVR incentives for air carriers, complementing the Province's elimination of the jet-fuel tax on international flights, and
- The advent, in 2011, of multi-entry visas for Chinese citizens; these allow, for example, investors from China negotiating business deals to make repeated trips to and from Canada on a single visa for up to 10 years.

The B.C. Aviation Strategy is designed to make B.C. more competitive in the global aviation market. Eliminating the jet-fuel tax was an important step, showing the sector that the Province is aware of its cost pressures and is willing to work with airports to improve

*Each daily international flight service creates 150 to 200 jobs at the airport, plus another 400 jobs in the community. With the BC Jobs Plan, the Province has a target of attracting at least one new international carrier per year at YVR, for the next two years.*

international access. Going forward, the Province will work with the sector and the federal government to improve access to visas, increase the emphasis on bilateral air agreements where needed and eliminate barriers that currently restrict service between B.C. and key international centres.

- ▶ **Implementing consistent regulations and policies on transport trucks** across Western Canada, under the New West Partnership. B.C., Alberta and Saskatchewan are working together to harmonize regulations that pose potential barriers to inter-provincial trade, investment and labour mobility. The first round of improvements was implemented in July 2011. Further changes have been identified for implementation in 2012 – making the movement of goods faster, cheaper and more efficient.

- ▶ **Supporting Canada/US Beyond the Border initiatives**, developed jointly by the two countries in 2011 to increase efficiency in cross-border trade and travel. These initiatives include a rail-cargo screening pilot program in Prince Rupert, designed to eliminate duplicate customs checks, joint planning for border infrastructure investment, joint police assessment for security threats, and expedited movement of emergency resources.

- ▶ **Ensuring transportation infrastructure projects are included in timely, coordinated federal/provincial environmental assessment processes.** The governments of British Columbia and Canada have rigorous, well-established processes for permitting and assessing the environmental impacts of major new developments.

To expedite decisions and minimize the costs and delays that can result from overlap and duplication, B.C. and Ottawa have been working since 2010 to develop a “one project, one process” approach. This unified process creates a single framework that is timely, diligent and science-based – effectively balancing the need for new development with government’s commitments to environmental protection.

- ▶ **Continuing to implement supply chain performance standards, measurement and improvement.** This is an important part of B.C.’s competitive advantage. It allows us to continually identify and remedy areas of inefficiency in our transportation network.

No other jurisdiction tracks how quickly and reliably containers travel from Asia to Eastern Canada, and Canada is the only North American jurisdiction with standards for how long containers sit in port before they leave for their destinations. Through our commitment to continuous improvement, B.C. and its partners in the Pacific Gateway Alliance can demonstrate key aspects of the Gateway’s competitive advantages, relative to global standards.



Plane landing at  
Abbotsford International Airport

## 2.2 Promote a reliable labour supply

With billions of dollars worth of new development taking place across B.C., skilled workers in various fields are already in high demand. That demand will increase further as dozens of projects now on the drawing board get under way.

The Province will work with industry, First Nations and its partners in the Pacific Gateway Alliance to ensure a sufficient labour supply for building and operating transportation infrastructure. Actions will include:

- ▶ **Making sure local communities benefit from infrastructure investments in their areas.** With the *BC Jobs Plan*, the Province is creating Regional Workforce Tables to bring together key leaders from industry, labour, First Nations, training service providers, economic development organizations and others. The tables will apply local knowledge and expertise to identify economic development opportunities and help ensure training programs are aligned with employers' needs.

With the infrastructure investments in this transportation strategy expected to generate over 17,000 new jobs by 2020, Pacific Gateway partners will have important roles at the Workforce Tables, which will serve the dual purpose of supporting a reliable source of skilled labour for industry – and supporting the development of jobs and opportunities for local regions and communities. For more on the Regional Workforce Tables, go to [www.bcjobsplan.ca/progress/regional-workforce-tables/](http://www.bcjobsplan.ca/progress/regional-workforce-tables/)

- ▶ **Undertaking labour market analysis to identify gaps.**

Complementing the high-level efforts of the Regional Workforce Tables, this more detailed work will help ensure the right people, with the right skills and training are available in the right geographic areas to support ongoing infrastructure development. Through the *BC Jobs Plan*, the Province is providing up to \$6 million a year to industry/sector partnerships to help them identify their skill and workforce needs, with additional funding for upgrading skills so workers can benefit from these opportunities.

- ▶ **Implementing best-practice models for recruitment and training.** Private-sector partners will work with the Province and other governments to identify best practices so they can be applied across sectors and regions.

- ▶ **Developing incentives to encourage more skilled workers to come to British Columbia.** For example, through the *BC Jobs Plan*, the Province will continue working in partnership with the federal government through the Skilled Worker Program and the Provincial Nominee Program, which help to expedite the immigration process for highly-skilled workers from other countries.

B.C. is also extending the Training Tax Credit program, which encourages employers and workers to get involved in apprenticeship programs. New training tax credits will be introduced for shipbuilding and ship repair industry employers – supporting jobs in this revitalized sector.

- ▶ **Promoting labour reliability by building on the eight-year ILWU agreements and expanding model to other sectors.** To increase certainty for customers and investors, the Province will work with its partners and encourage other transportation sectors to seek long-term contracts, such as the B.C. Maritime Employers' Association landmark eight-year agreement with the International Longshore and Warehouse Union. Ratified in 2011, the contract provides unprecedented stability and certainty for B.C. ports – the longest of its kind in North America. Similar long-term agreements would provide another competitive advantage for B.C. ports.



### *What about the environment?*

- Port improvements since 2005 have included investments in electrification – allowing massive vessels to plug in to clean Hydro power at the dock, instead of idling their engines for days to keep their on-board systems running.
- CN and Canadian Pacific – both partners in the Pacific Gateway Alliance – have significantly increased the volume of goods that move through British Columbia by rail, without similar increases in their emissions. They have offset increased activity with more efficient engines, cleaner-burning fuels and other measures that respect the environment. CN is currently pilot testing natural gas powered locomotives in Northern Alberta, a move that could lead to significant environmental benefits.
- Cars and trucks are the biggest source of green house gas emissions in the transportation sector. Their impacts are being offset by investments in transit projects which reduce congestion and free up capacity on our highway systems such as the \$1.9-billion Canada Line, the \$1.4-billion Evergreen Line and re-establishing transit service across the Port Mann Bridge. Other road improvement projects help reduce congestion, minimize idling and keep traffic flowing freely in urban areas.

B.C. remains committed to its role as a leader in the fight against climate change, supporting the growth of the province's leading-edge clean technology sector.





## 2.3 Market B.C.'s advantages around the world

Marketing is a time-honoured way to generate business and, with the *BC Jobs Plan*, the Province is aggressively courting new investment and new markets. In the transportation sector, marketing activities will include:

- ▶ **Collaborating with the private sector, federal government, other provinces, labour organizations and First Nations on joint marketing publications, trade missions, trade shows and reverse missions.** Collaboration helps to take these efforts to the next level. For example, when provincial officials meet with potential investors in Asia, their chances of success are dramatically enhanced when the meetings include everyone involved in the supply chain – from the governments setting policies to the companies producing commodities, all the way through to senior port, rail and airport officials. This one-stop-shop approach makes it easy for investors to do business with us.
  - ▶ **Attracting more international transportation and resource-related conferences to British Columbia.** These events, which bring together leaders and decision-makers from around the world, provide cost-effective ways to tell our story and build connections with international business and investors. They also attract attention from – and give us access to – global media, helping to extend our messages to audiences worldwide.
  - ▶ **Working with the federal government and other Pacific Gateway Alliance partners to realize Vancouver's potential as a Maritime Centre of Excellence.** Centres of excellence bring together a critical mass of expertise, focused on a particular industry or issue. For example, B.C.'s Centre of Excellence in HIV/AIDS is recognized as a world leader in HIV/AIDS research and policy, and that success attracts both highly-skilled people and new investments in research.
- A Maritime Centre of Excellence would leverage the historic \$8-billion shipbuilding contract awarded to Seaspan in 2011. The work is expected to generate as many as 4,000 jobs and, along with growth at Port Metro Vancouver, can serve as a magnet to attract more value-added transportation businesses. These span a wide range from ship brokering, maritime financing, insurance and law to integrated logistics and warehousing. Building a Maritime Centre of Excellence will also ensure that B.C. and Canada are globally competitive in key areas such as immigration, skills training and tax policy.
- ▶ **Working with partners to realize Vancouver's potential as North America's aviation hub to Asia.** With YVR investing \$1.8 billion in the future to attract new customers, routes and carriers, Vancouver has never had a better opportunity to build its potential as a global aviation hub. Sixty-two airlines serve YVR, connecting people and businesses to 99 destinations around the world.

As the airport expands its capacity, we will leverage the city's location, our diverse population and our well-established ties to Asia to promote Vancouver as a hub for travelers moving between North America and Asia. YVR has already been voted Best Airport in North America, in 2010 and 2011.



## 3 Enhance collaboration with partners and stakeholders

*Everyone in British Columbia has a stake in the Pacific Gateway's success. Businesses, industries, families, communities, First Nations, municipal governments – we all stand to benefit from a world-class transportation network that supports economic growth and job creation in every region.*

As we move forward with the major new investments and initiatives in this transportation strategy, the Province and its partners in the Pacific Gateway Alliance will engage with the public and strategic partners to ensure collaboration, provide opportunities for public input, and ensure that up-to-date information is available on an ongoing basis.

### 3.1 Engage with communities

The Province has always worked closely with municipal and regional governments to plan and develop local transportation infrastructure. This collaboration will become even more important in the years ahead as demand for industrial land increases and citizens become engaged in shaping the changes taking place in their communities. To support effective planning and open engagement, and build on the work we have done to date, the Province and its Pacific Gateway Alliance Partners will:

- ▶ **Integrate industrial land-use planning** by working with local governments and First Nations to manage transportation impacts and create a more efficient long-term planning process. This will involve looking broadly at the scope of needs emerging across economic sectors– helping to ensure an adequate supply of industrial land for future infrastructure investments.
- ▶ **Engage with municipal officials to advance specific projects as they are planned and developed.** This will be done through a variety of means, including regular engagement with municipal staff on program and project development, and open dialogue with officials on transportation investment. Direct engagement with provincial and municipal officials will build relationships supporting joint planning and decision-making.
- ▶ **Consult with communities,** including First Nations communities, regarding the details of individual projects as they develop. This will help ensure that community needs and priorities are taken into account.

### 3.2 Partner with First Nations

Partnerships with First Nations are a vital part of the *BC Jobs Plan*, and have the potential to create major economic benefits, including new opportunities in Aboriginal communities. For example, an Aboriginal Skills and Employment Partnership program has been in place for several years to ensure First Nations can participate in, and benefit from, the Port of Prince Rupert's ongoing expansion. The program provides skills development, on-the-job work experience and long-term employment opportunities at port-related companies.

Partners in this initiative include the Prince Rupert Port Authority, Maher Terminals, BC Ferry Services, Prince Rupert Grain, Ridley Terminals Inc., the Government of Canada Human Resources and Skills Development, CN, SMIT Marine, Naikun Wind Development, and the International Longshore and Warehouse Union.

Since 2009, the program has provided training to over 200 people and resulted in more than 50 First Nations members finding employment.

With this transportation strategy, the Province and its partners in the Pacific Gateway Alliance will continue working closely with First Nations people through the following actions:

- ▶ **Engage early and often.** The Province builds relationships with Aboriginal peoples based on respect and recognition of their rights. That includes communicating openly about the opportunities and challenges presented by large-scale economic development. With much of the growth in natural resource sectors taking place in B.C.'s North, engaging with First Nations early and often is key to developing meaningful partnerships, supporting the growth of healthy, prosperous, sustainable Aboriginal communities.
- ▶ **Ensure First Nations benefit from projects in their traditional territories** through business-to-business partnerships and other agreements that provide jobs and new economic opportunities. For example, the Haisla Nation received a payment for the sale of its equity in Kitimat LNG, and will receive long term benefits in the form of lease, tax, employment and business opportunities. The Tsawwassen First Nation, through the TFN Economic Development Corporation, is working on projects within its industrial lands which take advantage of its proximity to Deltaport such as a container examination facility and container storage and repair facility.

Agreements signed between the Government of Canada, the Port of Prince Rupert, and First Nations in Prince Rupert and Terrace, provide individual First Nations with benefits such as economic development, and in some cases employment opportunities during both the construction and operations phases of the port's expansion.

Also during 2011, the Province signed a Land and Resource Management and Shared Decision-Making Agreement with the Taku River Tlingit First Nation,

*Accompanying Chief Baird are (from left to right) Lois Jackson, mayor of Delta, Kerry-Lynne Findlay, MP for Delta-Richmond East, Ed Fast, Canadian Minister of International Trade and the Asia Pacific Gateway, Don McRae, BC Minister of Agriculture, John Savage, Delta Farmers' Institute and Robin Silvester, president and CEO of Port Metro Vancouver.*



*Chief Kim Baird of the Tsawwassen First Nation (centre) at the celebration of the opening of the Deltaport Way at 148 Street overpass.*

*The gap between Aboriginal and non-aboriginal British Columbia remains too wide and too deep. New economic partnerships will contribute to our shared goals of family and community stability, bringing new opportunities and hope for young people.*

*B.C. Speech from the Throne  
September 2011*

creating 13 new protected areas, providing resource development opportunities and investment certainty for more than three million hectares in the Northwest. The Taku River Tlingit have already begun to work co-operatively with mining developers in the area. Future resource extraction projects are expected to support around 350 jobs during construction and 280 in the operating phases.

With the *BC Jobs Plan*, the Province has committed to 10 new non-treaty agreements with B.C. First Nations by 2015 to improve economic certainty for communities and investors alike.

► **Work with the Aboriginal Business and Investment Council**, created as part of the *BC Jobs Plan*. The council has a mandate to work with Aboriginal communities and the private sector to recommend ways to improve Aboriginal peoples' participation in the economy, identify successful investment models between Aboriginal peoples and the private sector, foster economic development in Aboriginal communities and increase overall investment in the province.

The council is chaired by Ellis Ross, chief councillor of the Haisla Nation, who also serves on the B.C. Jobs and Investment Board, providing a direct link between the two bodies. The Jobs and Investment Board was established under the *BC Jobs Plan* to advise government on policies and programs to help attract sustainable investment, foster economic development and support job creation.





### 3.3 Continue collaboration with Pacific Gateway Alliance partners

Since its inception in 2005, the Pacific Gateway Alliance has proven to be a highly successful partnership. Governments often talk about working hand-in-hand with partners in the public and private sectors, but rarely does it happen on this scale and with such significant results.

To maintain their strong and highly-effective working relationship, the Province will work with its Pacific Gateway Alliance partners to:

- ▶ **Hold an annual B.C. Transportation Summit.** This event will bring together stakeholders from across B.C. to share knowledge, address common challenges and agree on transportation priorities. Participants will have an opportunity to review the Pacific Gateway Alliance's progress to date

in specific areas, and to help identify needed refinements in the planning and projects going forward. The B.C. Chamber of Commerce, working with the Province, will host a Transportation Summit entitled 'Corridors to BC's Economic Future' in June 2012.

- ▶ **Hold regular federal/provincial/industry roundtable sessions.** These forums will bring together key industry stakeholders and give them opportunities to speak directly with the federal and provincial ministers of transportation. Together, they will examine opportunities, challenges and solutions, including areas where economic benefits could be increased through federal-provincial integration.

- ▶ **Develop new commodity-specific collaboration.** Each of our economic sectors comprises a diverse array of individual commodities. For example, forest sector products range from lumber and pulp to specialty products such as interior millwork and mouldings.

Commodity-specific collaboration will bring together suppliers, transportation service providers and government agencies in joint business development, marketing, infrastructure development and performance management. This new approach provides unique opportunities for everyone involved in a commodity's success to share information and develop holistic approaches to advancing its development and performance.



## Conclusion

The dream of a booming Pacific trade is almost as old as Canada. It started with construction of a railway from coast to coast and now – more than a century later – the dream is coming true.

While some jurisdictions are struggling to find their way in our changing global economy, B.C. and its partners in the Pacific Gateway Alliance – an unprecedented partnership of governments and transportation industries – are clearly focused on seizing what may well be a once-in-a-lifetime opportunity.

The booming economies of Asia, which did not exist 100 years ago, need our resources to fuel their development. But we are not their only source. That's why we are moving so decisively to make the transportation investments B.C. and Canada need to get our highly-valued products to market.

With this strategy, we are:

- ▶ building on our world-class transportation infrastructure,
- ▶ ensuring an attractive climate for investment, and
- ▶ enhancing collaboration with partners and stakeholders.

Together, our actions in these areas will help to attract over \$25 billion in new investment by 2020 – beyond the \$22 billion already committed. Pacific Gateway investments will drive the creation of approximately 17,000 new jobs – not to mention new economic activity in a range of sectors including mining, forestry, agri-food, energy, tourism and international education.

Like the BC Jobs Plan, this document is not the final word on building our transportation infrastructure. We want to hear from British Columbians about the actions outlined here, and about specific needs and issues in our communities. Join the conversation online at [www.bcjobsplan.ca](http://www.bcjobsplan.ca).

## Learn More:

[www.th.gov.bc.ca/PacificGateway](http://www.th.gov.bc.ca/PacificGateway)

[www.pacificgateway.gc.ca](http://www.pacificgateway.gc.ca)

[www.cpr.ca](http://www.cpr.ca)

[www.cn.ca](http://www.cn.ca)

[www.portmetrovanancouver.com](http://www.portmetrovanancouver.com)

[www.rupertport.com](http://www.rupertport.com)

[www.yvr.ca](http://www.yvr.ca)

[www.gatewayprogram.bc.ca](http://www.gatewayprogram.bc.ca)



## Pacific Gateway Transportation Strategy: Summary of Key Actions

| Action   | Responsibility                      | Timing                 | Investment         |
|--|-------------------------------------|------------------------|--------------------|
| <b>Build On Our World-Class Transportation Network</b>   |                                     |                        |                    |
| <b>Increasing major road and rail capacity:</b>  |                                     |                        |                    |
| → Upgrade transportation trade corridors in British Columbia.  | Public Sector                       | 2012 to 2017           | \$700 million      |
| → Invest in capacity improvements to meet future rail mainline growth.   | Private Sector                      | 2012 to 2015           | \$2.8 billion      |
| → Construct the Prince Rupert Road Rail Utility Corridor, including a new commitment to a second phase of investment (\$210 million).  | Phase 1 – Private and public sector | Phase 1 – 2012 to 2014 | \$90 million       |
|  | Phase 2 – Private Sector            | Phase 2 – by 2020      | \$210 million      |
| → Complete the \$1.3 billion South Fraser Perimeter Road.  | Public Sector                       | 2013                   | \$1.3 billion      |
| → Complete the \$3.3 billion project now underway to improve the Port Mann Bridge / Trans Canada Highway 1.  | Public Sector                       | 2013                   | \$3.3 billion      |
| → Complete Highway 1 road infrastructure investments to support safe, reliable and efficient movement of goods and people. This includes ongoing upgrades to Highway 1 from Kamloops to Golden (\$224 million) and the Province's partnership with the federal government for the third phase of the Kicking Horse Canyon project (\$121 million). | Public Sector                       | 2012 to 2017           | Over \$345 million |
| → Complete \$307 million Roberts Bank Rail Corridor, \$283 million North Shore Trade Area and \$127 million South Shore Trade Area improvements.   | Public and Private Sector           | 2014                   | \$717 million      |
| → Complete the new Regional Traffic Management Centre to consolidate transportation oversight operations.  | Public Sector                       | 2014                   | \$11.6 million     |
| → Continue working with Washington State to develop joint initiatives that keep goods and people moving smoothly and safely across the border. This includes investing in border infrastructure and information systems to improve border crossing efficiency.   | Public Sector                       | 2012 to 2020           | \$5.6 million      |
| <b>Increase rural resource transportation capacity:</b>  |                                     |                        |                    |
| → Build on existing rural and resource roads to increase access to gas reserves. This includes advancing the Oil and Gas Rural Road Improvement Project, and upgrading the Sierra Yoyo Desan Road.   | Public and Private Sector           | 2012 to 2015           | \$222 million      |
| → Build new transportation networks to increase access to natural resources such as road connections from mines in the North with Highway 37.  | Private Sector                      | 2012 to 2020           | TBD                |
| → Develop transportation capacity supporting the BC Jobs Plan target of three LNG plants by 2020.  | Private Sector                      | 2012 to 2020           | \$18 billion       |

| Action   | Responsibility            | Timing              | Investment                     |
|--|---------------------------|---------------------|--------------------------------|
| <b>Increase bulk terminal capacity at BC ports:</b>  |                           |                     |                                |
| → Expand coal terminal capacity in Vancouver and Prince Rupert to accommodate up to 93 million tonnes a year by 2020.  | Private Sector            | 2012 to 2020        | \$300 million to \$1.1 billion |
| → Expand metal and mineral terminal capacity in Northwest B.C. and Vancouver to accommodate up to seven million tonnes a year by 2020.   | Private Sector            | 2012 to 2020        | Up to \$60 million             |
| → Develop additional potash terminal capacity to accommodate 24 million tonnes a year by 2020.   | Private Sector            | 2012 to 2020        | Up to \$700 million            |
| → Develop port terminal capacity for forest products in the North.   | Private Sector            | 2012 to 2020        | Over \$30 million              |
| <b>Increase container terminal capacity at BC ports:</b>   |                           |                     |                                |
| → Carry out the \$280 million Deltaport Terminal, Road and Rail Improvement Project.   | Private and public sector | 2012 to 2014        | \$280 million                  |
| → Carry out \$2 billion worth of improvements to Roberts Bank Terminal 2.  | Private sector            | 2020                | Over \$2 billion               |
| → Carry out the \$800 million Prince Rupert Fairview Phase 2 container improvement project.  | Private sector            | Phase 2a: 2012-2014 | Phase 2a: \$200 million        |
|  |                           | Phase 2b: 2014-2020 | Phase 2b: \$600 million        |
| → Carry out over \$250 million worth of investments in transload facilities and explore the feasibility of developing new integrated logistics facilities across the Pacific Gateway supply chain. | Private Sector            | 2012 to 2020        | Over \$250 million             |
| <b>Increase air passenger and cargo capacity:</b>  |                           |                     |                                |
| → Complete Vancouver International Airport terminal, baggage and runway improvements to accommodate 23.2 million passengers and 392,000 tonnes of cargo by 2020.                                   | Private Sector            | 2012 to 2022        | \$1.8 billion                  |
| → Regional airports continue to develop specialized services to support international travel.  | Private Sector            | 2012 to 2022        | TBD                            |



| Action  | Responsibility            | Timing       |
|---|---------------------------|--------------|
| <b>Ensure An Attractive Investment Climate</b>  |                           |              |
| <b>Make B.C. more competitive:</b>  |                           |              |
| → Cap the property tax on designated ports.   | Province                  | 2012         |
| → Eliminate the provincial jet-fuel tax for international flights effective April 1, 2012.  | Province                  | 2012         |
| → Implement a detailed aviation strategy.   | Public Sector             | 2012 to 2020 |
| → Implement consistent regulations and policies on transport trucks.  | Public Sector             | 2012 to 2014 |
| → Support Canada/US Beyond the Border initiatives.  | Public Sector             | 2012 to 2020 |
| → Ensure transportation infrastructure projects are included in timely, coordinated federal/provincial environmental assessment processes.  | Public Sector             | ongoing      |
| → Continue to implement supply chain performance standards, measurement and improvement.  | Private and public sector | ongoing      |
| <b>Promote a reliable labour supply:</b>  |                           |              |
| → Making sure local communities benefit from infrastructure investments in their areas.   | Private and public sector | 2012 to 2020 |
| → Undertake labour market analysis to identify gaps.  | Private and public sector | 2012 to 2020 |
| → Implement best-practice models for recruitment and training.  | Private and public sector | 2012 to 2020 |
| → Develop incentives to encourage more skilled workers to come to British Columbia.   | Private and public sector | 2012 to 2020 |
| → Promote reliable labour by building on the 8-year ILWU agreements and expanding model to other sectors.   | Private                   | 2012 to 2020 |
| <b>Market B.C.'s advantages around the world:</b>   |                           |              |
| → Collaborate with the private sector, federal government, other provinces, labour organizations and First Nations on joint marketing publications, trade missions, trade shows and reverse missions. | Public and Private Sector | 2012 to 2020 |
| → Attract more international transportation- and resource-related conferences to British Columbia.  | Public and Private Sector | 2012 to 2020 |
| → Work with the federal government and other Pacific Gateway Alliance partners to realize Vancouver's potential as a Maritime Centre of Excellence.   | Public and Private Sector | 2012 to 2020 |
| → Work with partners to realize Vancouver's potential as a North American aviation hub to Asia.   | Public and Private Sector | 2012 to 2020 |

| Action  | Responsibility            | Timing       |
|---|---------------------------|--------------|
| <b>Enhance Collaboration With Partners And Stakeholders</b>                                       |                           |              |
| <b>Engaging with communities:</b>   |                           |              |
| → Integrate industrial land-use planning with local governments and First Nations.                | Public Sector             | 2012 to 2020 |
| → Engage with municipal officials to advance specific projects as they are planned and developed. | Public Sector             | 2012 to 2020 |
| → Consult with communities.   | Private Sector            | 2012 to 2020 |
| <b>Partnering with First Nations:</b>   |                           |              |
| → Engage early and often.   | Public and Private Sector | 2012 to 2020 |
| → Ensure First Nations benefit from projects on their lands.                                      | Public and Private Sector | 2012 to 2020 |
| → Work with the Aboriginal Business and Investment Council.                                       | Public and Private Sector | 2012 to 2020 |
| <b>Continuing collaboration with Pacific Gateway Alliance partners:</b>                           |                           |              |
| → Hold an annual B.C. Transportation Summit.  | Public and Private Sector | 2012 to 2020 |
| → Hold regular federal/provincial/ industry roundtable sessions.                                  | Province/Canada           | 2012 to 2020 |
| → Develop new commodity-specific collaboration.   | Public and Private Sector | 2012 to 2020 |

## Partners in the Pacific Gateway Alliance

Canada 



Alberta 



Government of  
Saskatchewan



CANADIAN  
PACIFIC



VANCOUVER  
AIRPORT  
AUTHORITY



PORT METRO  
vancouver



PRINCE RUPERT  
PORT AUTHORITY

• PROVIDING A WORLD OF OPPORTUNITIES



THE BC  
JOBS PLAN



BRITISH  
COLUMBIA